SURVEY RESULTS

County Location

Respondents were asked to identify in which county their organization was located. As noted below, the vast majority of organizations (77%) participating in this seven county survey were based in Greene County.

TABLE 1. County Location of Participating Organizations

County	Percentage	Number of Organizations
Greene	77%	84
Taney	11%	12
Christian	5%	6
Polk	2%	2
Stone	2%	2
Webster	2%	2
Dallas	1%	1
Total	100%	109[*]

[*]One respondent indicated their organization was based in Wright County and another said their organization was located in Lawrence County.

Industry Classification

Respondents were also asked to identify their organization's industry classification. A plurality (26%) were identified as trade organizations, while about 20% were classified as either information/financial/professional/business services or manufacturing. Thirteen percent were listed as construction and 10% as health care organizations. Five percent or less were classified as leisure/hospitality, administrative/support, transportation/warehousing, or education.

TABLE 2. Industry Classification of Participating Organizations

Industry Classification	Percentage	Number
Trade (Wholesale or Retail)	26%	29
Information/Financial/Professional	19%	21
Manufacturing	18%	20
Construction	13%	14
Health Care	10%	11
Leisure/Hospitality	5%	6
Administrative/Support	4%	4
Transportation/Warehousing	4%	4
Education	1%	1
Total	**100%**	**110***

*One respondent did not identify their organization's industry classification.
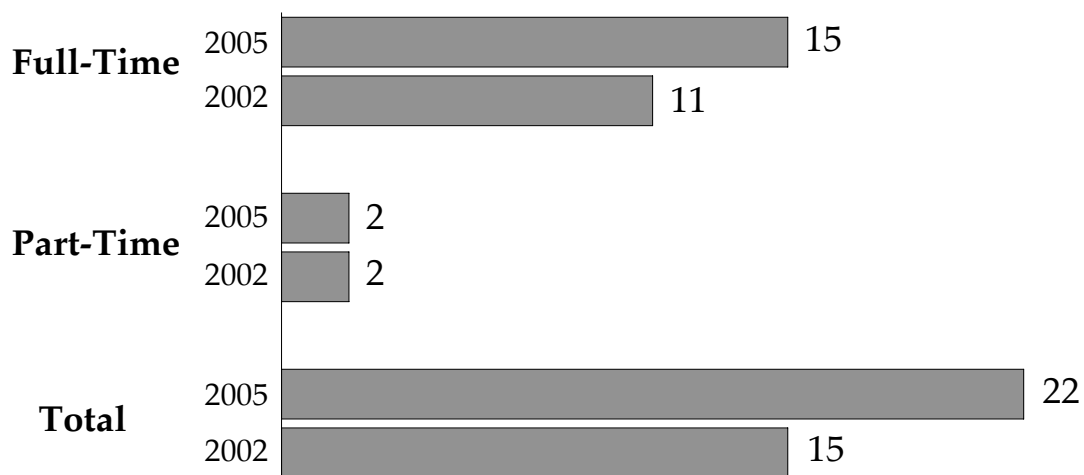
Number and Type of Employees

Table 3 and Figure 1 below display summary statistics for the number of full-time and part-time employees reported by employers. The median number of **full-time** employees was 15--up from 11 as reported in 2002. The median number of **part-time** employees was 2--the same as reported in 2002.

The total number of employees (full and part-time) ranged from 2 to 19,500, with a median of 22. In 2002, the total number of employees (full and part-time) ranged from 2 to 1,893, with a median of 15.

TABLE 3. Summary Statistics on Full-Time and Part-Time Employees

	Median		Minimum		Maximum	
Employees	2002	**2005**	2002	**2005**	2002	**2005**
Full-Time	11	**15**	0	**1**	1,495	**18,000**
Part-Time	2	**2**	0	**0**	411	**1,700**
Full + Part-Time	15	**22**	2	**2**	1,893	**19,500**

FIGURE 1. Summary Statistics on Full-Time and Part-Time Employees
(Median Values)

Number and Type of Employees (Cont'd)

Organizations employing part-time employees were asked on average, how many hours a week their part-time employees worked?

The average number of hours worked per week by part-time employees ranged from a minimum of 2 hours to a maximum of 43 hours--down from a maximum of 80 as reported in 2002.

The median number of hours worked among part-time employees was 25 compared to 20 in 2002.

**TABLE 4. Summary Statistics on Part-Time Employees Only**

	Median		Minimum		Maximum	
Employees	2002	**2005**	2002	**2005**	2002	**2005**
Part-Time	20	**25**	2	**2**	80	**43**

Potential for Finding Qualified Skilled and Unskilled Employees

Skilled Employees. A majority of employers (65%) believed the potential for finding qualified **skilled** employees in Southwest Missouri over the next two to three years would remain about the same, 24% anticipated a decline, and 11% expected the potential to improve.

Overall, employer perceptions regarding the potential for finding qualified **skilled** employees in Southwest Missouri have become slightly more optimistic since 2002.

FIGURE 2. Potential for Finding Qualified "Skilled" Employees

	Improve	Stay the Same	Decline
2005	11%	65%	24%
2002	15%	51%	34%
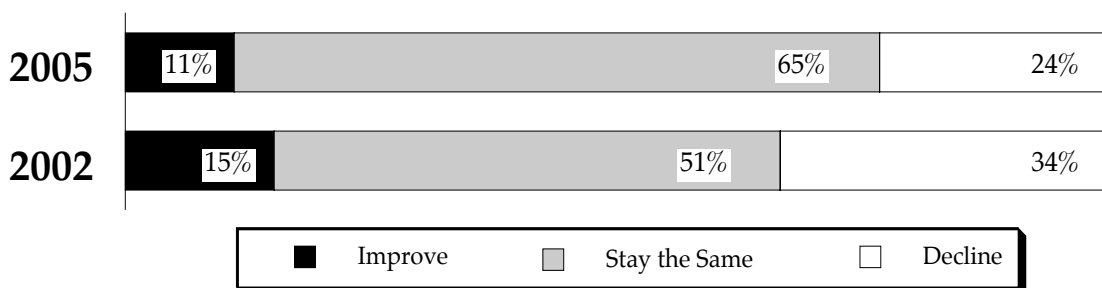
Unskilled Employees. A majority of employers (67%) believed the potential for finding qualified **unskilled** employees in Southwest Missouri over the next two to three years would remain about the same, 16% anticipated a decline, and 17% expected the potential to improve.

Employer perceptions regarding the potential for finding qualified **unskilled** employees in Southwest Missouri have become noticeably more optimistic since 2002.
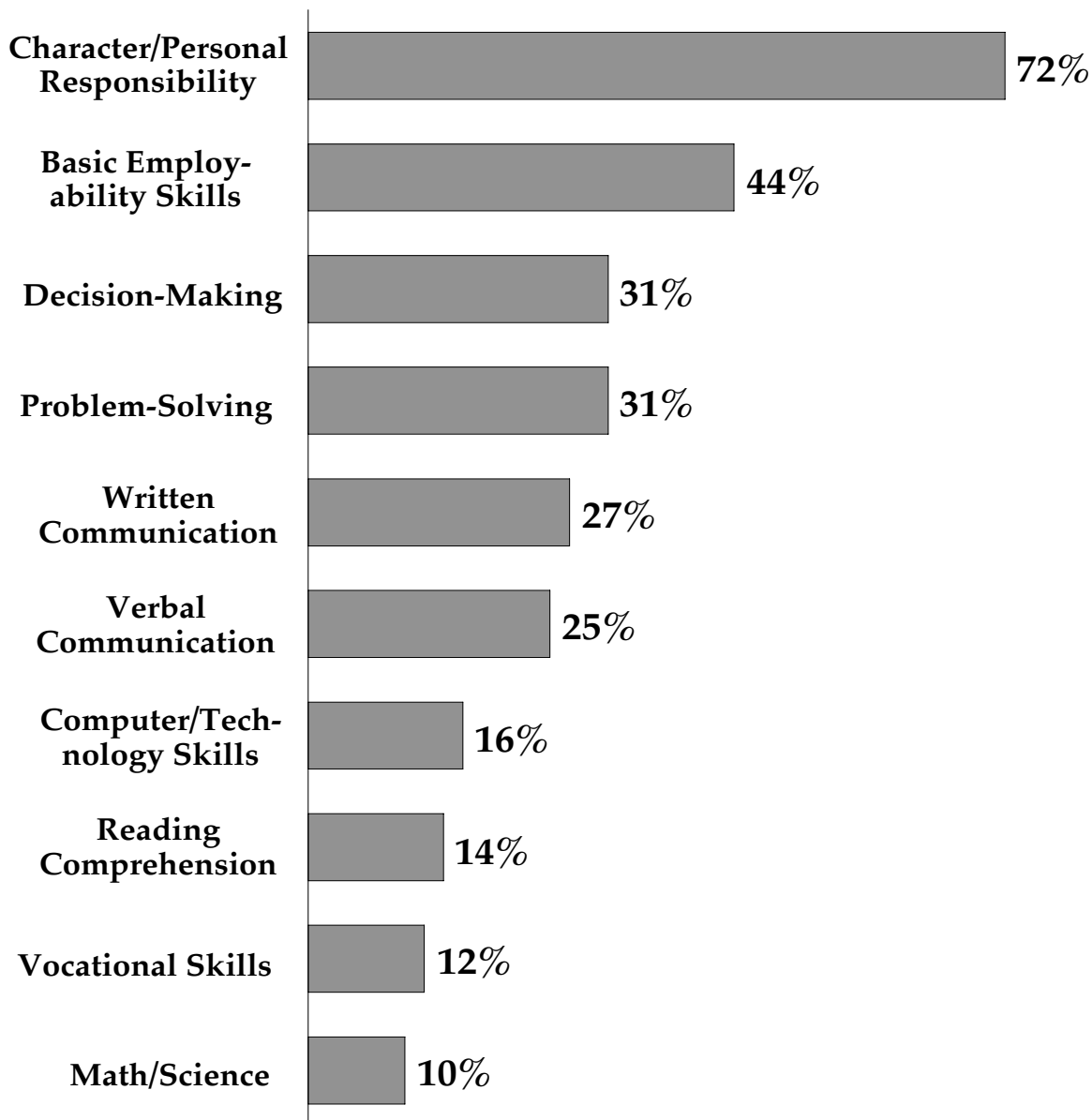
FIGURE 3. Potential for Finding Qualified "Unskilled" Employees

	Improve	Stay the Same	Decline
2005	17%	67%	16%
2002	8%	61%	31%
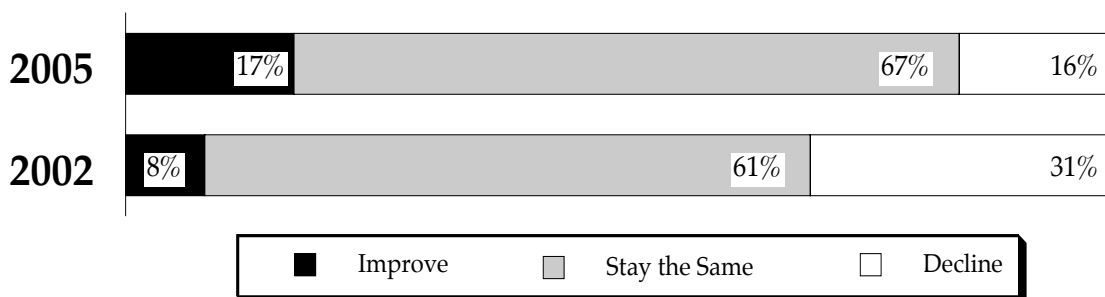
Skill Deficiencies of Job Applicants

Character and personal responsibility were identified as major skill deficiencies of job applicants by over 70% of employers. Nearly 45% cited basic employability skills as a shortcoming of recent job applicants, while over 30% mentioned decision-making and problem-solving skills. About 25% said recent job applicants lacked written and verbal communication skills.

FIGURE 4. Skill Deficiencies of Job Applicants

Skill	Percentage
Character/Personal Responsibility	72%
Basic Employ-ability Skills	44%
Decision-Making	31%
Problem-Solving	31%
Written Communication	27%
Verbal Communication	25%
Computer/Tech-nology Skills	16%
Reading Comprehension	14%
Vocational Skills	12%
Math/Science	10%

Major Skill Deficiencies in Job Applicants or Employees

Employers were asked to identify the major skill deficiencies/shortages in job applicants or employees today. Responses to this **open-ended** question are listed below.

56%—Attitude/Character Deficiencies (57 comments out of 101 total comments)

Poor work ethic/attitude—16 comments.

Poor attendance—9 comments.

Willingness to work or learn—8 comments.

Lack of dependability—3 comments.

Honesty—2 comments.

Loyalty—2 comments.

Lack of common sense—2 comments.

Lack of personal responsibility—2 comments.

Professionalism—2 comments.

Appreciation of job—2 comments.

Attire

Carelessness

Character issues

Dedication

Discipline

Drug related problems

Goal orientation

Neat and organized

Office etiquette

35%—Skill Deficiencies (35 comments)

Lack of communication skills (oral/verbal and listening)—10 comments.

Basic life skills (writing and mathematics)—7 comments.

No skills—6 comments.

Computer skills—2 comments.

Sales skills—2 comments.

Technical skills—2 comments.

Inability to act on their own

Inability to develop logical action plans

Inability to efficiently operate heavy equipment

Inability to prioritize tasks in a dynamic setting

Leadership skills

Time management skills

3%—Shortages (3 comments)

Scarcity of allied health professionals

I am looking for trained HVAC servicemen under the age of 30. Most do not want to work or have the skills. OTC is the only school training them right now.

Hard time finding drivers who do not have more than two moving violations in three years. Need to have two years driving experience with no more than one accident.

**6%—Other** (6 comments)

Team work—3 comments.

Unprofessional presentation in applying for a job—2 comments.

Ability to apply their degree to real-world experiences

Changes in Skill Requirements for Entry Level Jobs

Employers were asked whether the skill requirements for entry level jobs in their organization had increased, decreased, or stayed about the same over the past three years. As seen in Figure 5 below, a majority of employers (54%) felt that skill requirements for entry level jobs in their organization had stayed about the same over the past three years, while nearly 40% said they had increased. Only 7% of employers said skill requirements for entry level jobs had decreased.
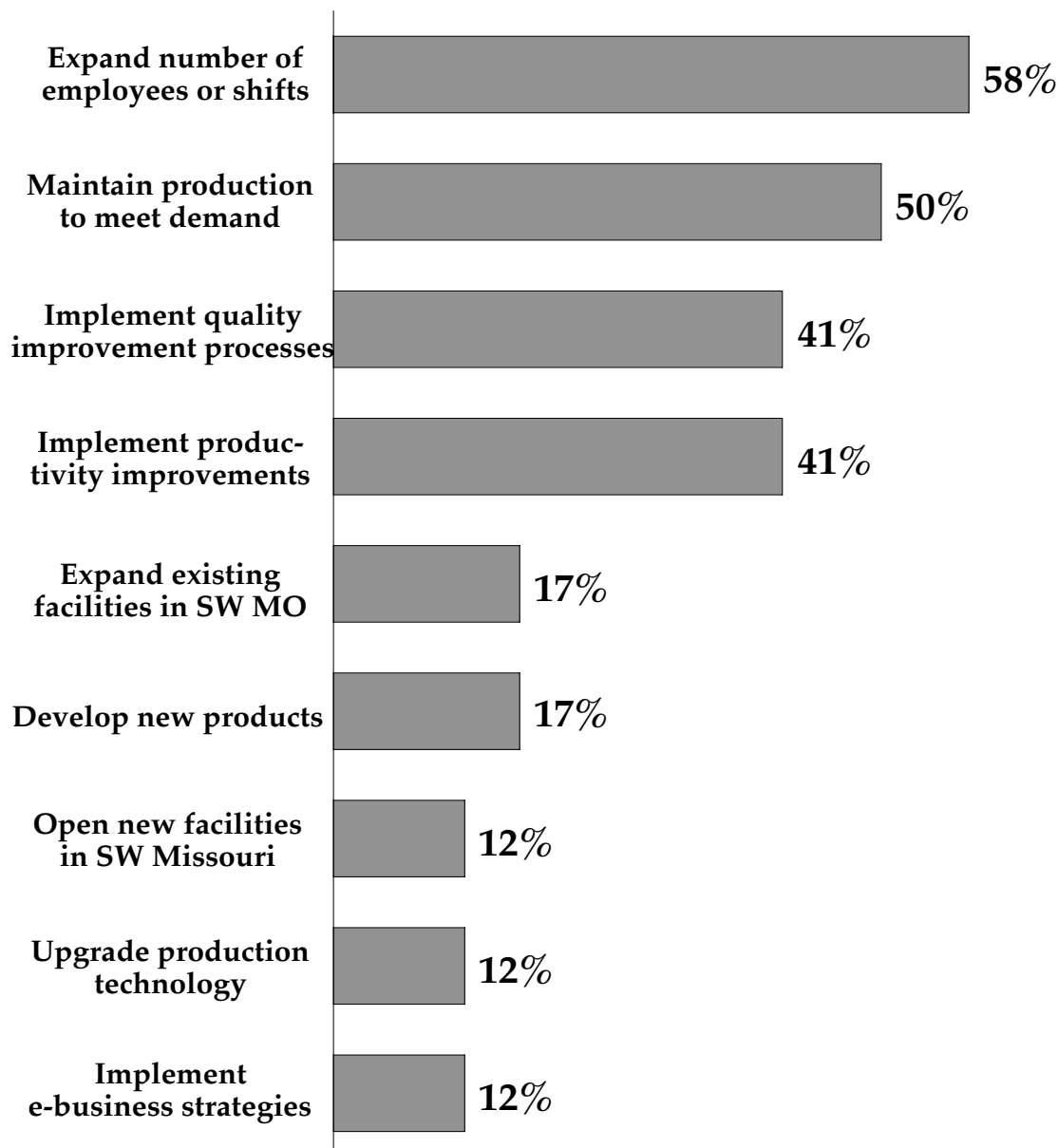
FIGURE 5. Changes in Skill Requirements for Entry Level Jobs
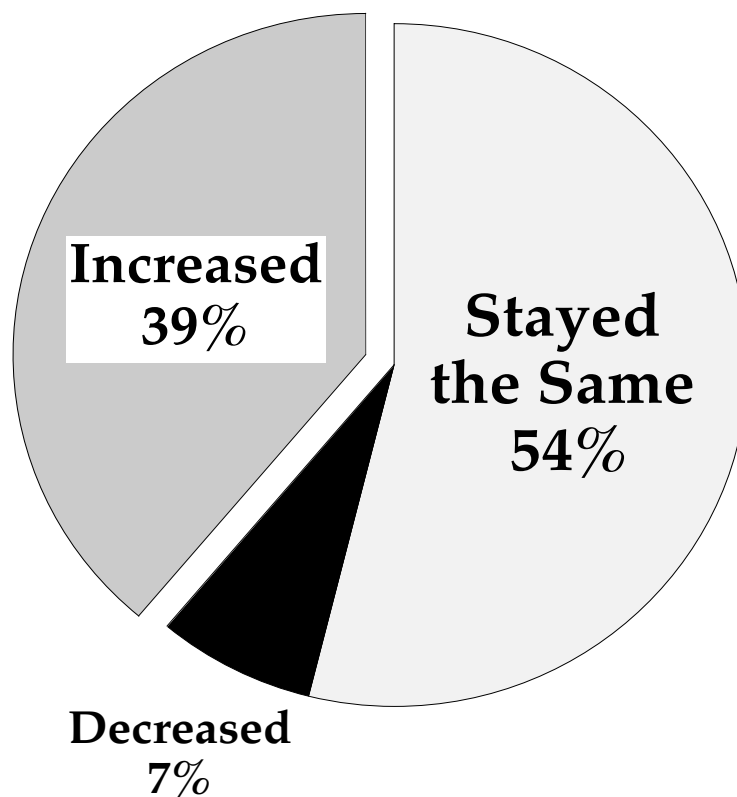
Impact of Labor Shortages and Employee Skill Deficiencies

Nearly 70% of organizations had experienced labor shortages or employee skill deficiencies in the past three years. Due to these shortages/deficiencies, 58% of these organizations were unable to expand their workforce and 50% could not maintain production to meet demand. Approximately 40% were prevented from implementing quality and productivity improvements due to labor shortages and skill deficiencies over the past three years.

FIGURE 6. Impact of Labor Shortages and Employee Skill Deficiencies

Category	Percentage
Expand number of employees or shifts	58%
Maintain production to meet demand	50%
Implement quality improvement processes	41%
Implement productivity improvements	41%
Expand existing facilities in SW MO	17%
Develop new products	17%
Open new facilities in SW Missouri	12%
Upgrade production technology	12%
Implement e-business strategies	12%

Qualifications of Job Applicants

Respondents were asked to rate the qualifications of job applicants in various occupational categories. Job applicants for skilled trades and general labor were rated the lowest (over 30% of applicants were described as poorly qualified). Job applicants with the strongest qualifications were those applying for clerical, professional, and managerial positions. Regardless of occupational category, a majority of employers described job applicant qualifications as "average."

FIGURE 7. Qualifications of Job Applicants

Category	V. Poor/Poor	Average	V. Good/Good
Skilled Trades	32%	57%	11%
General Labor	32%	54%	14%
Sales	23%	56%	21%
Technical	21%	61%	18%
Managerial	20%	52%	28%
Professional	20%	51%	29%
Clerical	13%	57%	30%
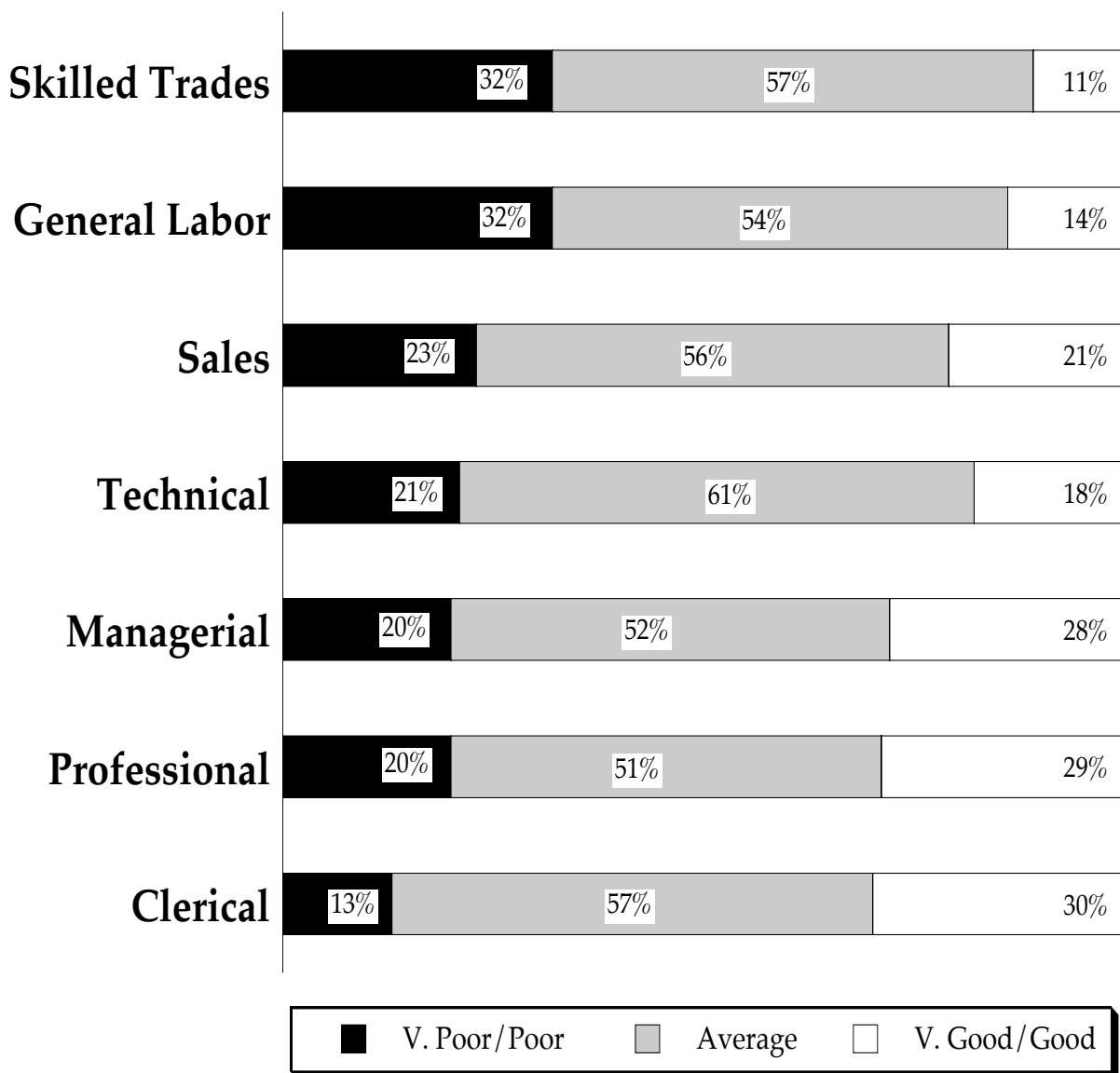
Employee Improvement—Basic Skills

Employers were asked to identify the extent to which their employees needed improvement in various basic skills. As noted in Figure 8 below, over 80% said some or most of their employees needed improvement in listening and oral communication skills, and over 70% needed improvement in their writing and math skills. Employers were relatively happy with the English language proficiency and reading ability of their employees. Assessments of employee basic skills have not changed significantly since 2002.

FIGURE 8. Employee Improvement—Basic Skills

	Most	Some	None
Listening-05	22%	63%	15%
Listening-02	18%	60%	22%
Oral Comm-05	18%	64%	18%
Oral Comm-02	15%	66%	19%
Writing-05	15%	58%	27%
Writing-02	8%	57%	35%
Math-05	13%	59%	28%
Math-02	7%	64%	29%
Reading-05	8%	44%	48%
Reading-02	4%	39%	57%
English-05	7%	34%	59%
English-02	Not asked in 2002		

Legend: ■ Most ▨ Some ☐ None
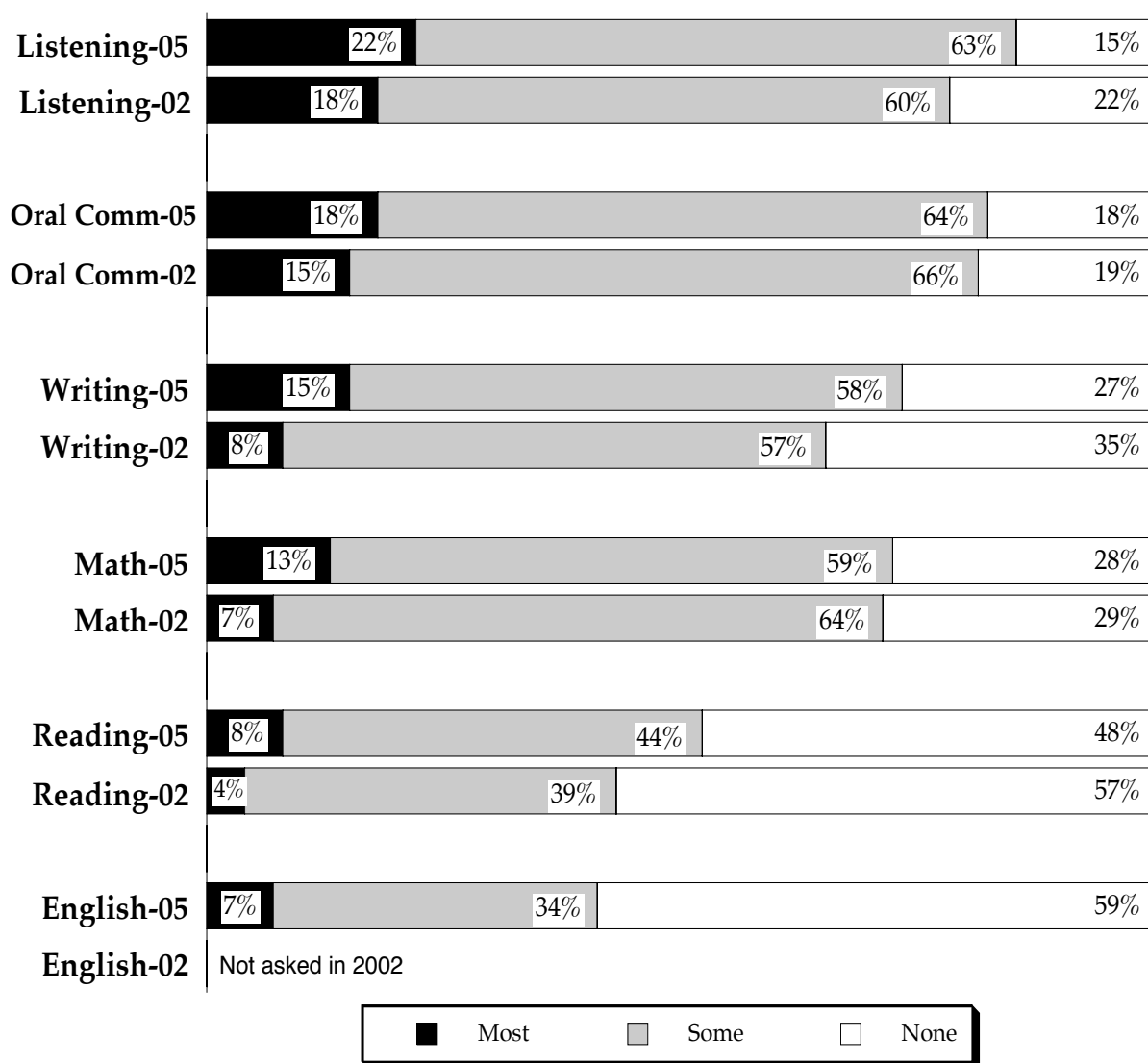
Employee Improvement—Thinking Skills

Employers were also asked to identify the extent to which their employees needed improvement in various thinking skills. As noted in Figure 9 below, over 90% said some or most of their employees needed improvement in decision making, problem solving, and creative thinking skills. Over 80% of employees needed improvement in comprehension skills and in their willingness to learn. Assessments of employee thinking skills have become less positive since 2002.

FIGURE 9. Employee Improvement—Thinking Skills

	Most	Some	None
Dec. Making-05	21%	75%	4%
Dec. Making-02	13%	73%	14%
Prob. Solving-05	24%	71%	5%
Prob. Solving-02	16%	72%	12%
Creativity-05	24%	68%	8%
Creativity-02	15%	72%	13%
Comprehension-05	8%	79%	13%
Comprehension-02	9%	73%	18%
Will. to Learn-05	16%	67%	17%
Will. to Learn-02	12%	63%	25%
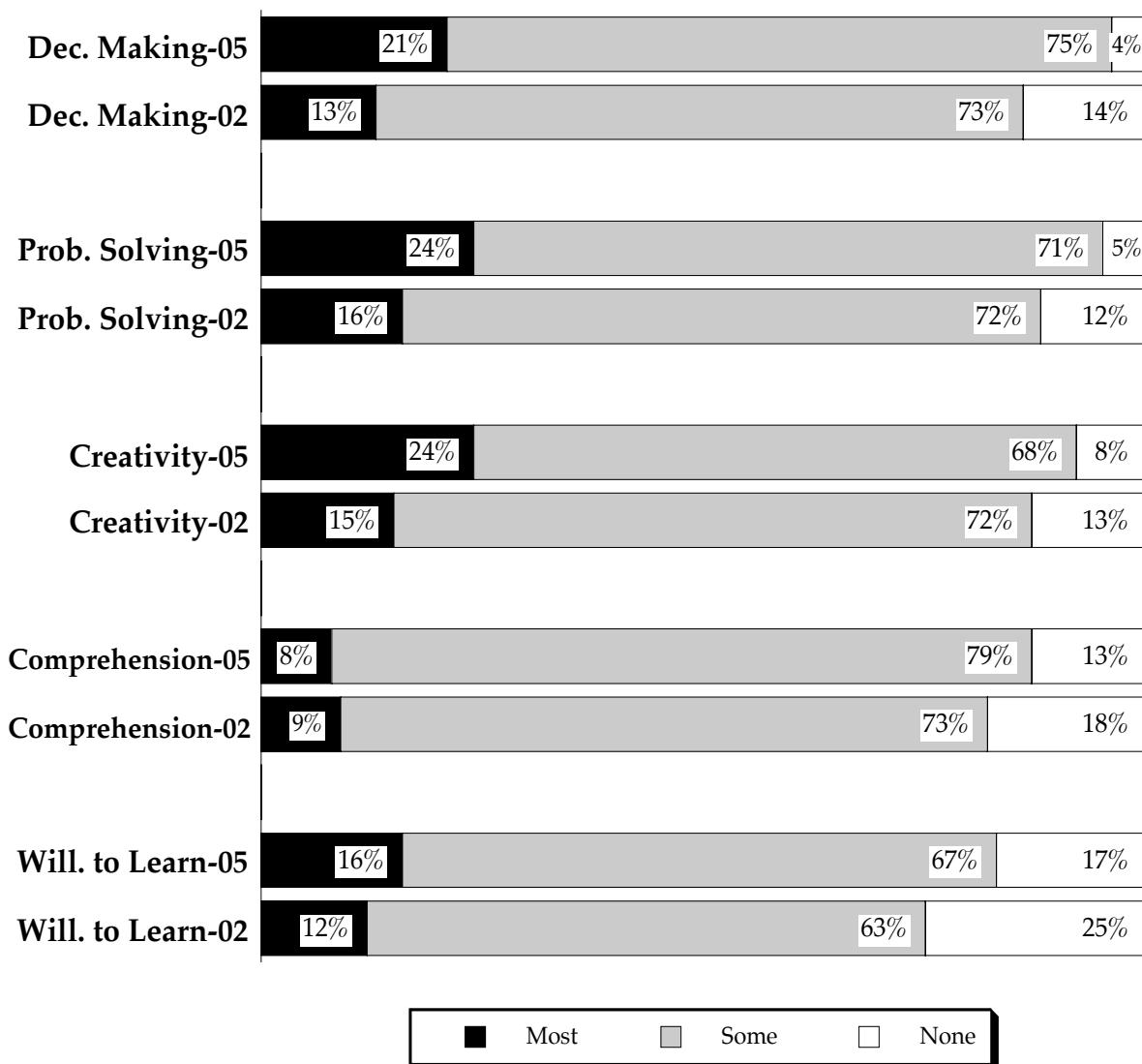
Employee Improvement—Soft Skills

Employers were also asked to identify the extent to which their employees needed improvement in various soft skills. As noted in Figure 10 below, over 90% felt that some or most of their employees needed improvement in leadership, goal-setting, and work attitude/habits. At least 80% felt that some or most of their employees needed improvement in all other soft skill areas, with the exception of minority relations--only 45% thought improvement was needed here. Aside from minority relations, assessments of employee soft skills have become less positive since 2002.
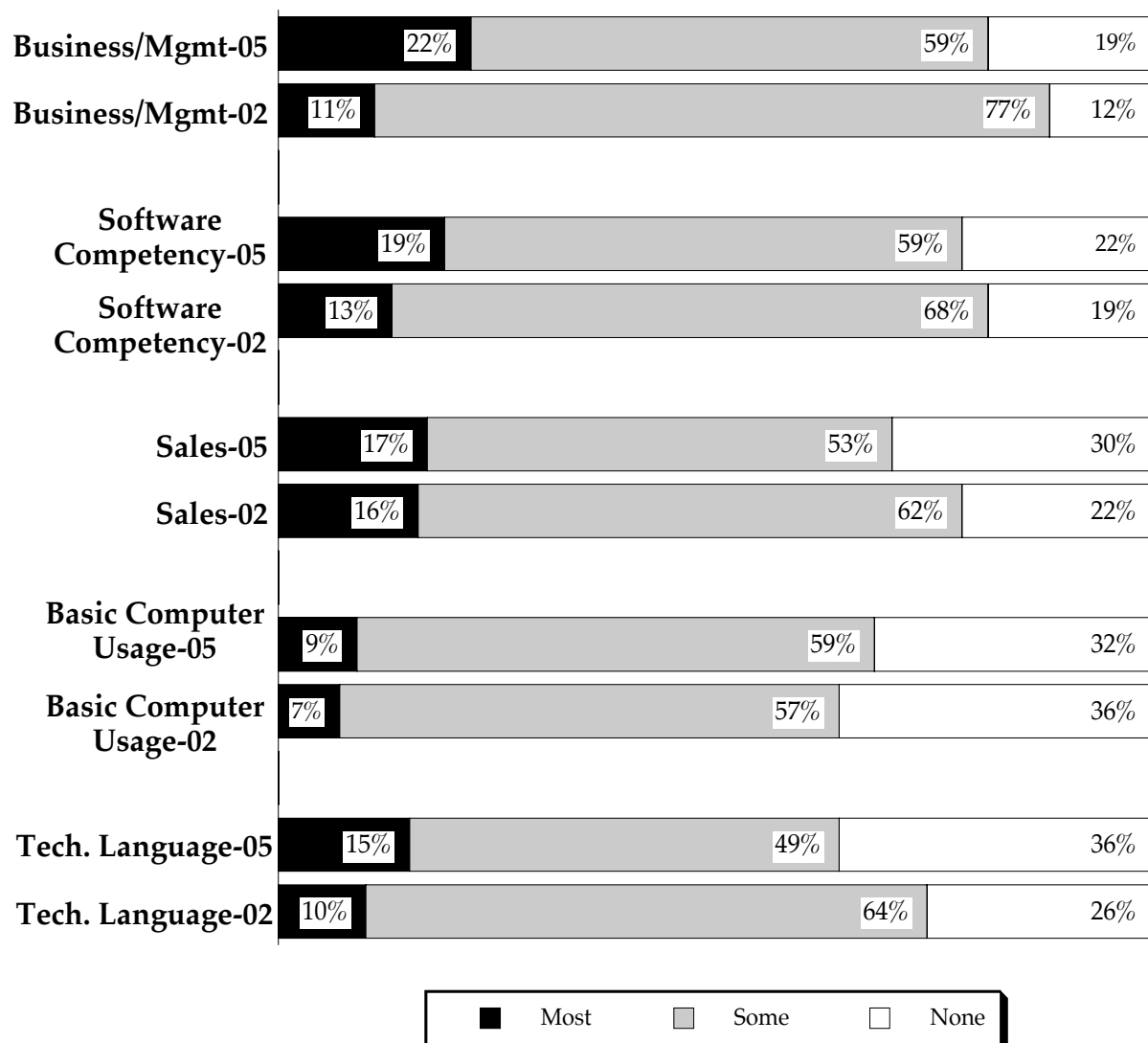
FIGURE 10. Employee Improvement—Soft Skills

Category	Most	Some	None
Leadership-05	31%	63%	6%
Leadership-02	26%	66%	8%
Goal-Setting-05	35%	58%	7%
Goal-Setting-02	29%	58%	13%
Work Habits-05	29%	63%	8%
Work Habits-02	19%	63%	18%
Adaptability-05	23%	66%	11%
Adaptability-02	17%	68%	15%
I. Relations-05	22%	64%	14%
I. Relations-02	9%	75%	16%
Teamwork-05	17%	69%	14%
Teamwork-02	16%	62%	22%
Min. Relations-05	9%	36%	55%
Min. Relations-02	6%	47%	47%

■ Most   ▨ Some   □ None
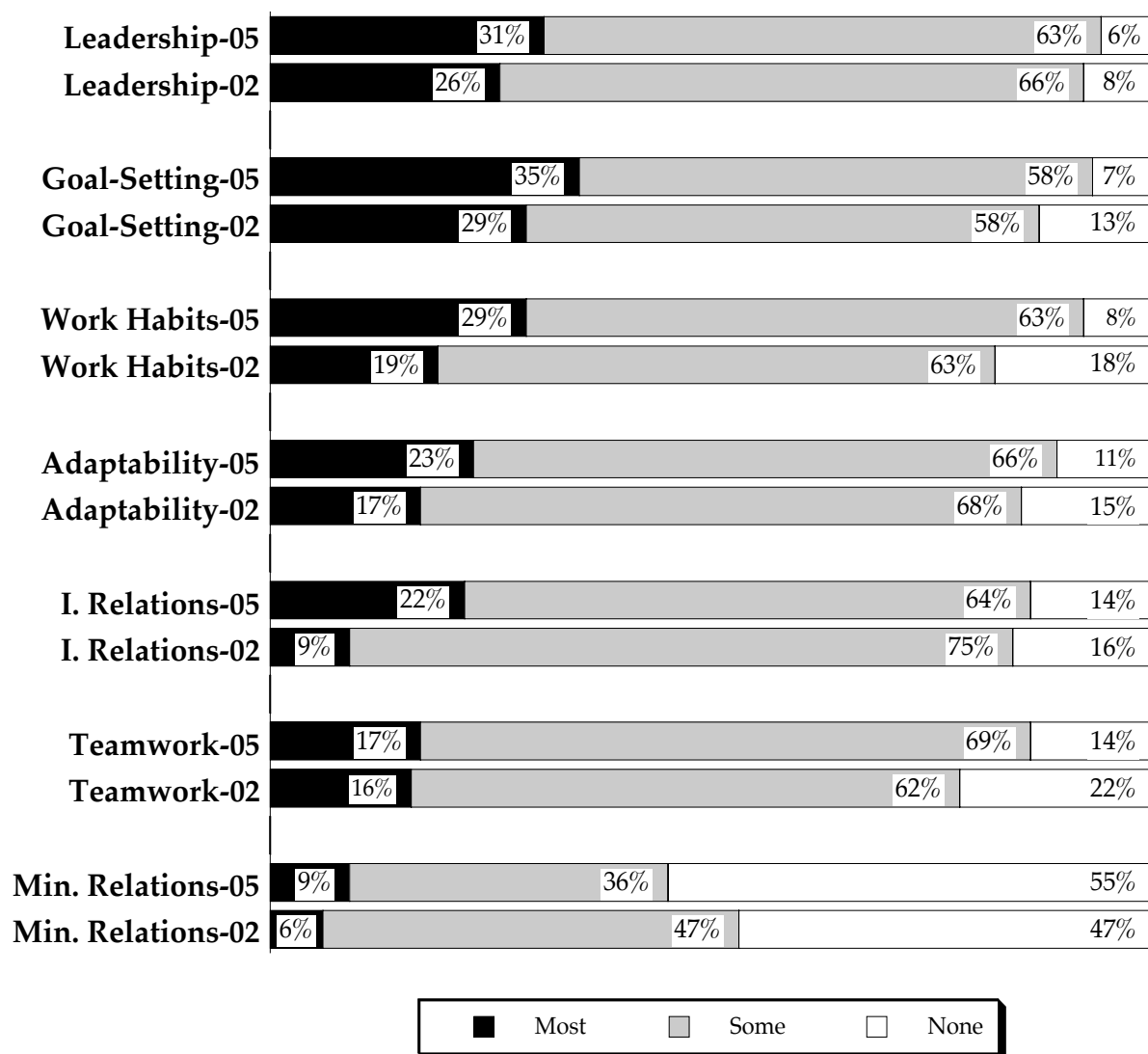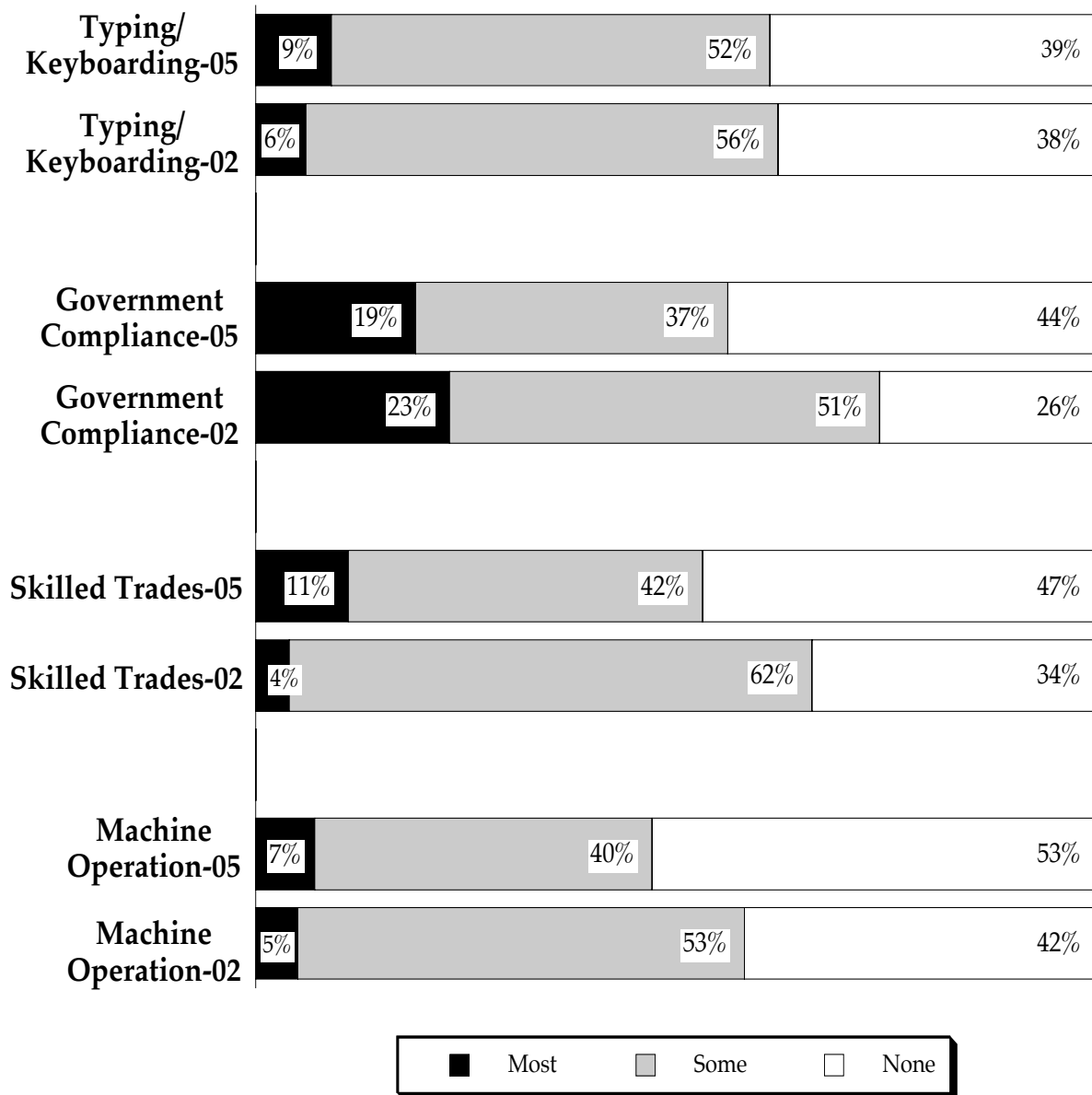
Employee Improvement—Technical Skills

Finally, employers were asked to assess their employees in terms of their technical skills. As noted in Figures 11a below and 11b (next page), the technical skill areas of greatest concern were business management, software competency, and sales--at least 70% of employers indicated that some or most of their employees needed improvement in each of these areas. These three areas were also identified as the top three technical skills in need of employee improvement in 2002.

FIGURE 11a. Employee Improvement—Technical Skills

Legend: ■ Most ▨ Some □ None

Business/Mgmt-05: Most 22%, Some 59%, None 19%
Business/Mgmt-02: Most 11%, Some 77%, None 12%
Software Competency-05: Most 19%, Some 59%, None 22%
Software Competency-02: Most 13%, Some 68%, None 19%
Sales-05: Most 17%, Some 53%, None 30%
Sales-02: Most 16%, Some 62%, None 22%
Basic Computer Usage-05: Most 9%, Some 59%, None 32%
Basic Computer Usage-02: Most 7%, Some 57%, None 36%
Tech. Language-05: Most 15%, Some 49%, None 36%
Tech. Language-02: Most 10%, Some 64%, None 26%

FIGURE 11b. Employee Improvement—Technical Skills

	Most	Some	None
Typing/Keyboarding-05	9%	52%	39%
Typing/Keyboarding-02	6%	56%	38%
Government Compliance-05	19%	37%	44%
Government Compliance-02	23%	51%	26%
Skilled Trades-05	11%	42%	47%
Skilled Trades-02	4%	62%	34%
Machine Operation-05	7%	40%	53%
Machine Operation-02	5%	53%	42%

■ Most ▨ Some □ None

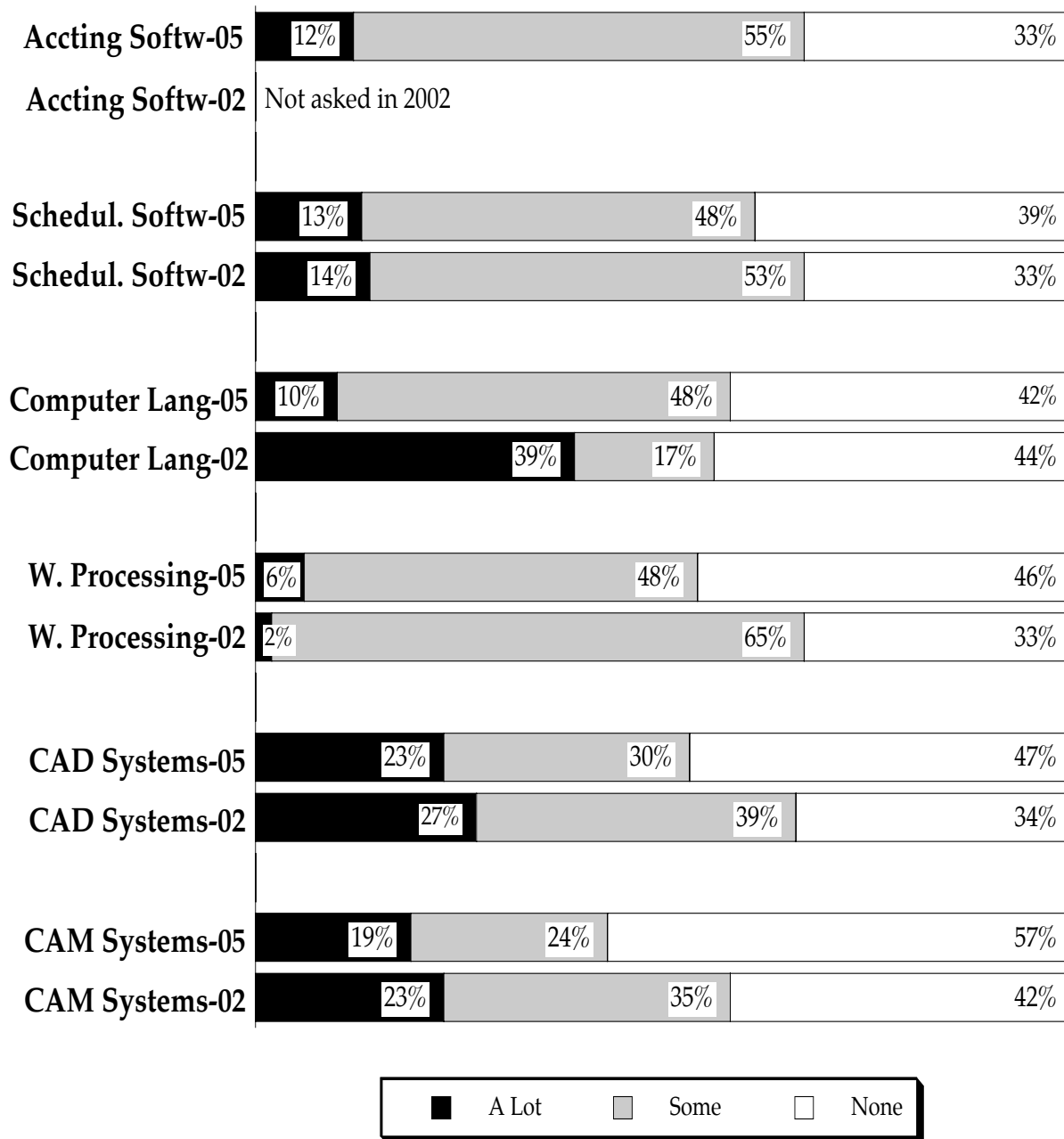# Employee Need for Computer Software Training

Results for each item reported in Figures 12a below and 12b (next page) pertain only to those organizations that use the respective types of software or operating systems. The areas in which employers perceived the greatest organizational need for training were presentation software, spreadsheets, industry specific software, databases, and operating systems--over 70% indicated that "some" or "a lot" of employee training was needed to fully maximize use of the software's capabilities. With the exception of CAM (computer aided manufacturing software), over 50% of respondents felt that at least some employee training was necessary to use the software's full capability for the remaining software and operating system items listed (see Figure 12b on next page).

FIGURE 12a. Employee Need for Computer Software Training

Category	A Lot	Some	None
Presentation Software-05	18%	59%	23%
Presentation Software-02	19%	58%	23%
Spreadsheets-05	14%	62%	24%
Spreadsheets-02	9%	70%	21%
Industry Specific Software-05	15%	60%	25%
Industry Specific Software-02	27%	53%	20%
Databases-05	16%	57%	27%
Databases-02	28%	48%	24%
Oper. Systems-05	12%	59%	29%
Oper. Systems-02	9%	60%	31%

Legend: ■ A Lot ▨ Some □ None
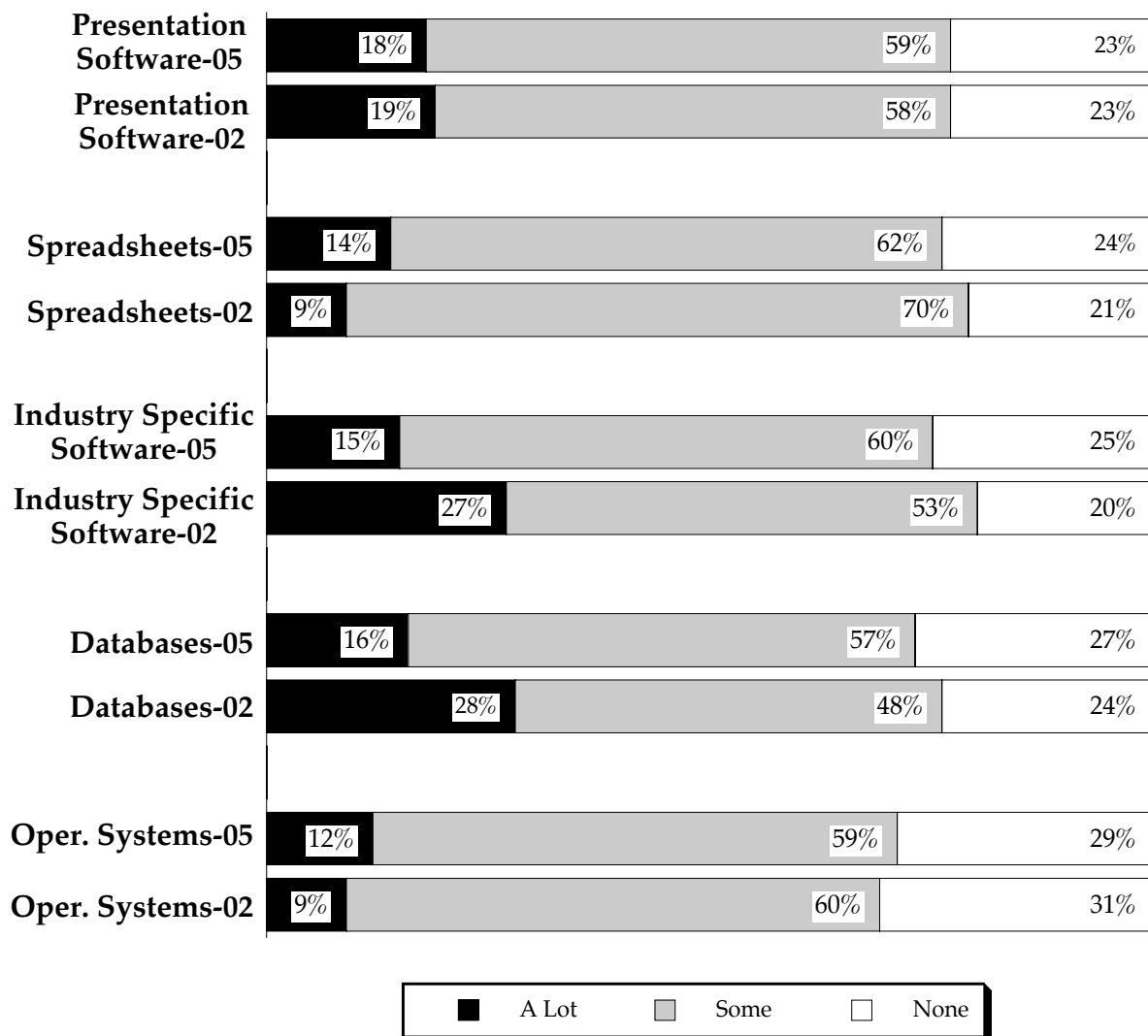
FIGURE 12b. Employee Need for Computer Software Training

	A Lot	Some	None
Accting Softw-05	12%	55%	33%
Accting Softw-02	Not asked in 2002		
Schedul. Softw-05	13%	48%	39%
Schedul. Softw-02	14%	53%	33%
Computer Lang-05	10%	48%	42%
Computer Lang-02	39%	17%	44%
W. Processing-05	6%	48%	46%
W. Processing-02	2%	65%	33%
CAD Systems-05	23%	30%	47%
CAD Systems-02	27%	39%	34%
CAM Systems-05	19%	24%	57%
CAM Systems-02	23%	35%	42%

■ A Lot   ▨ Some   ☐ None

Importance of K-12 System for Organizational Expansion/Investment

Over 75% of employers said a community's K-12 educational system was important (either very or somewhat) to their organization's decision to expand or invest in that community. Only 4% indicated that a community's K-12 educational system was not important in such decisions.

FIGURE 13. Importance of K-12 System for Organizational Expansion/Investment
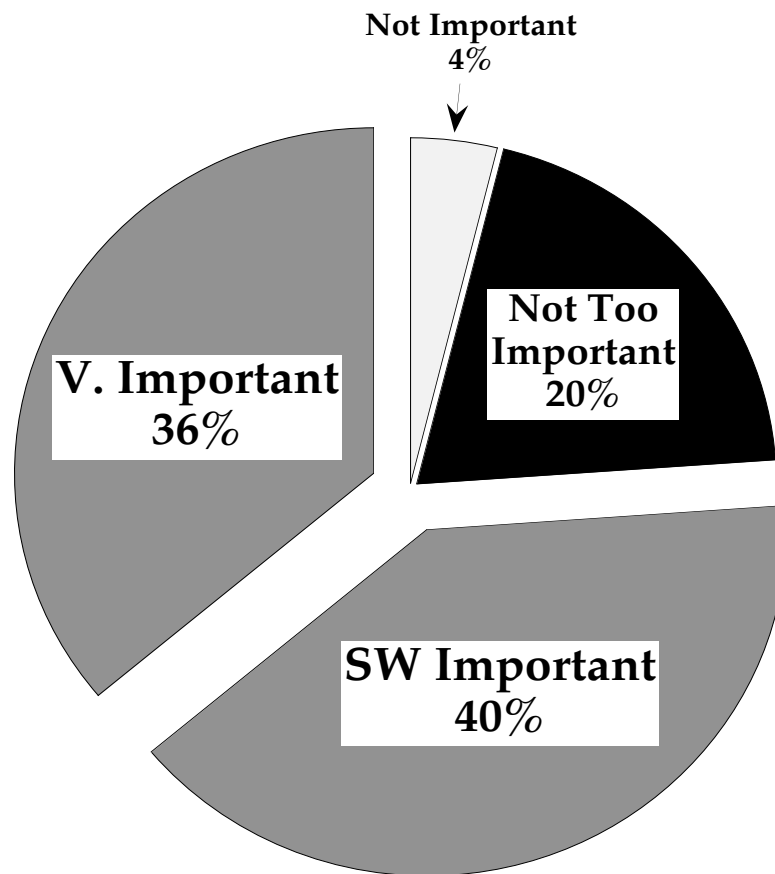
Impact of K-12 System on Local Business Environment

Over 50% of employers said their community's K-12 educational system was a strength (either very or somewhat) with respect to the local business environment. Only 15% viewed their community's K-12 educational system as a weakness in this regard.

FIGURE 14. Impact of K-12 System on Local Business Environment
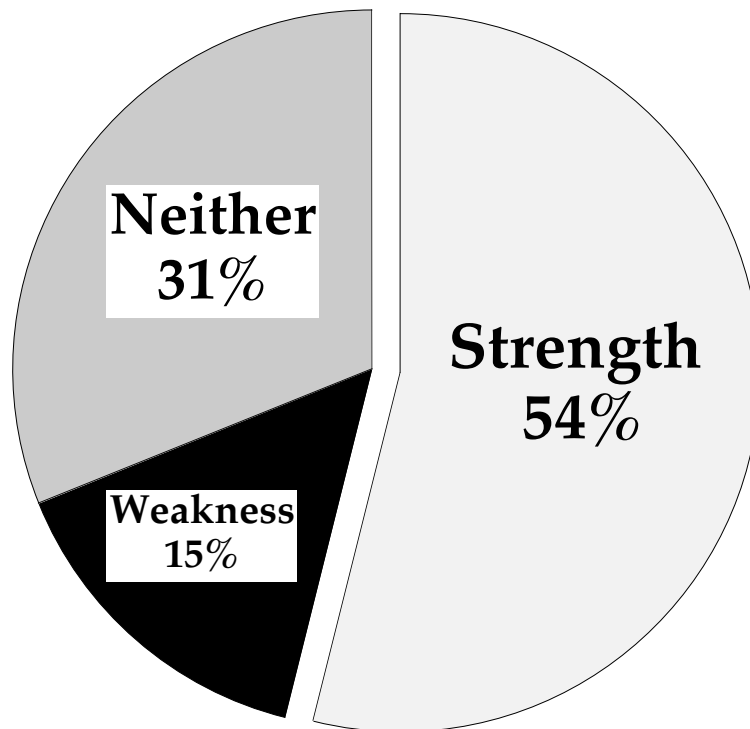
Impact of Area Labor Force on Local Business Environment

Respondents were asked if their area's labor force was a strength or weakness of the local business environment. Opinions were evenly divided as 38% felt it was a strength and 39% thought it was a weakness--23% said it was neither.

FIGURE 15. Impact of Area Labor Force on Local Business Environment
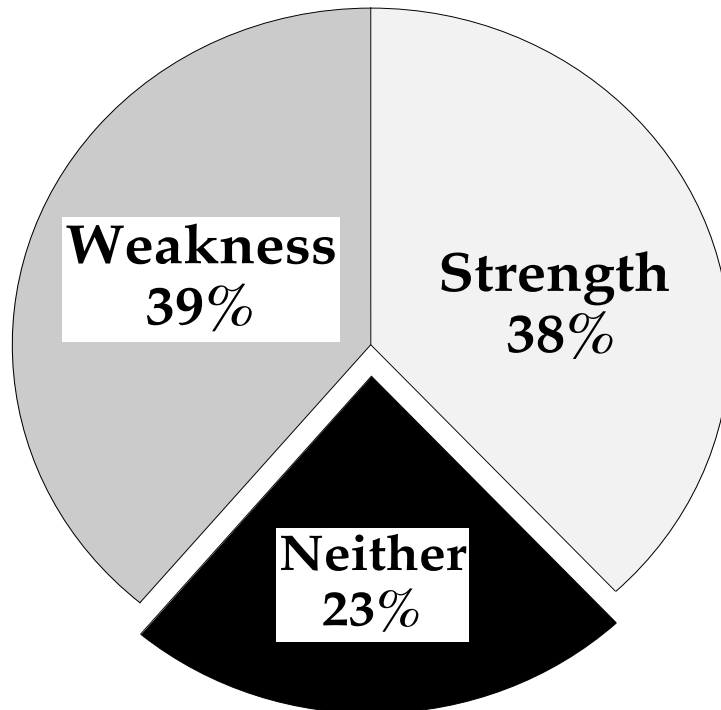
Impact of Area Quality of Life on Attracting/Retaining Employees

Over 70% of employers considered the quality of life in their community to be a strength with respect to attracting and retaining workers in their organization--only 16% viewed it as a weakness.
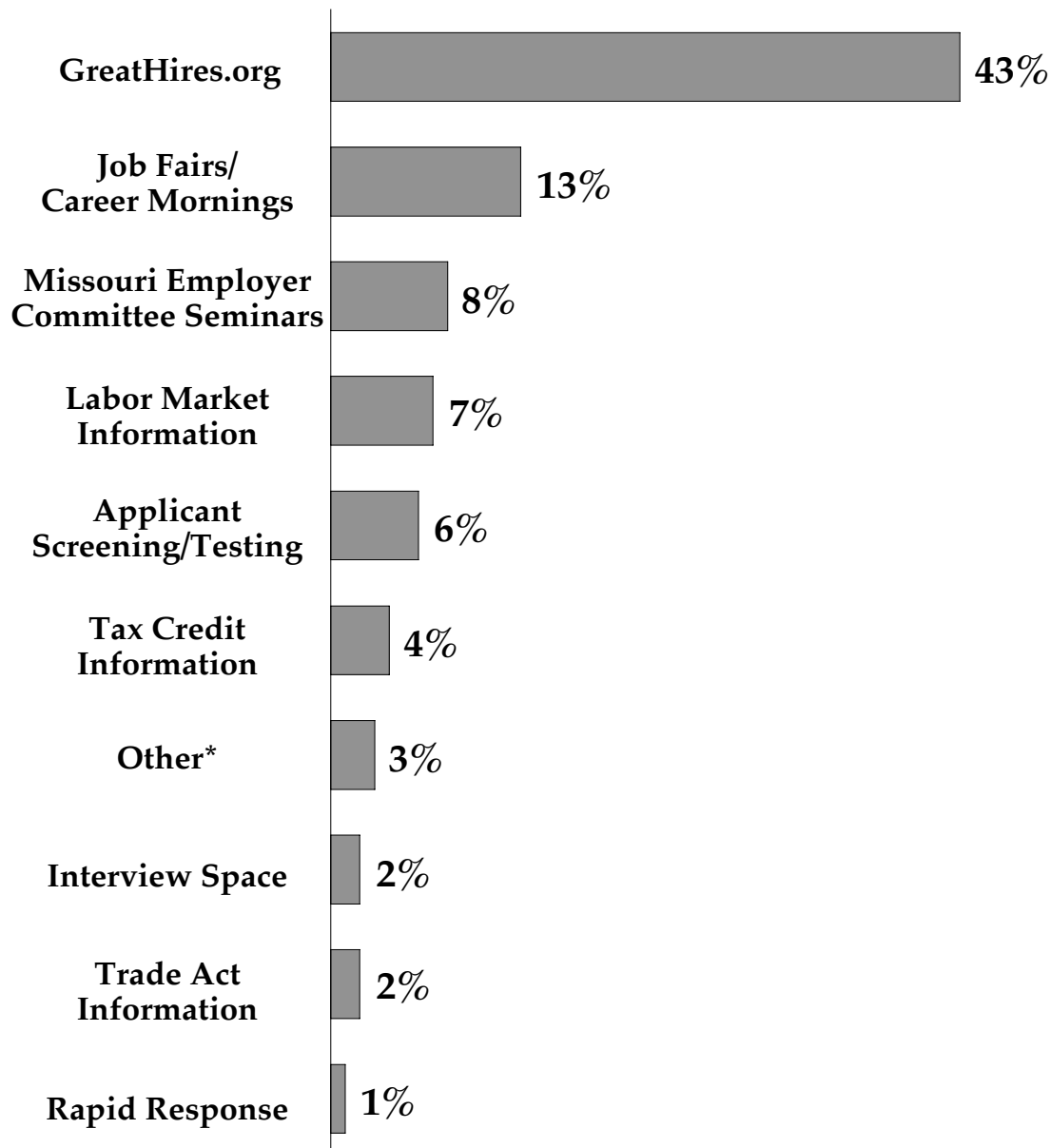
FIGURE 16. Impact of Area Quality of Life on Attracting/Retaining Employees
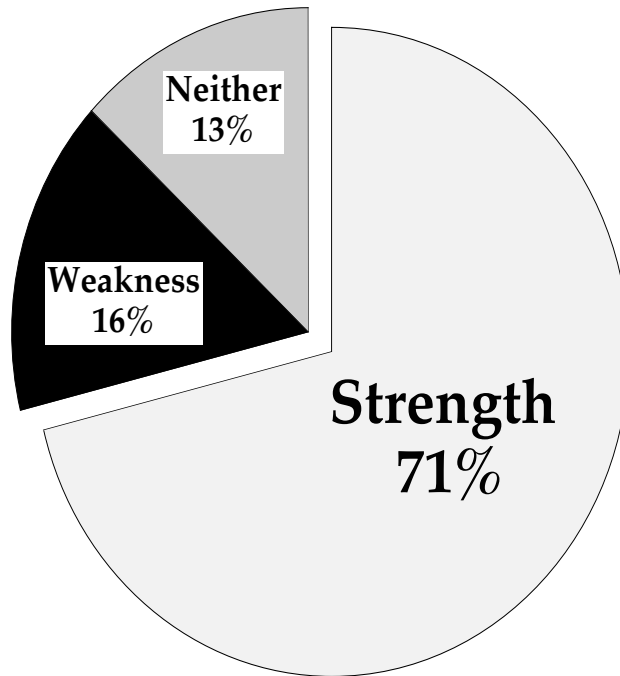
Missouri Career Center Programs/Services Used in the Past 12 Months

The Missouri Career Center program or service most frequently used over the past 12 months was the GreatHires.org Web site--cited by 43% of respondents. Job fairs/career mornings were attended by 13% of respondents. All other Missouri Career Center programs or services were used by less than 10% of organizations in the past year.

**FIGURE 17. Missouri Career Center Programs/Services Used in the Past 12 Months**

Program/Service	Percentage
GreatHires.org	43%
Job Fairs/ Career Mornings	13%
Missouri Employer Committee Seminars	8%
Labor Market Information	7%
Applicant Screening/Testing	6%
Tax Credit Information	4%
Other*	3%
Interview Space	2%
Trade Act Information	2%
Rapid Response	1%

*Haggerman & Associates, SAHRA, Temp agency

Missouri Career Center Effectiveness

Among organizations familiar with the Missouri Career Center (about 70%), nearly 50% rated the Center as effective, while 16% thought it was ineffective. The remaining 35% of respondents said the Missouri Career Center was neither effective nor ineffective.

FIGURE 18. Missouri Career Center Effectiveness

Very Effective — 9%
SW Effective — 40%
Neither Effective Nor Ineffective — 35%
SW Ineffective — 11%
Very Ineffective — 5%
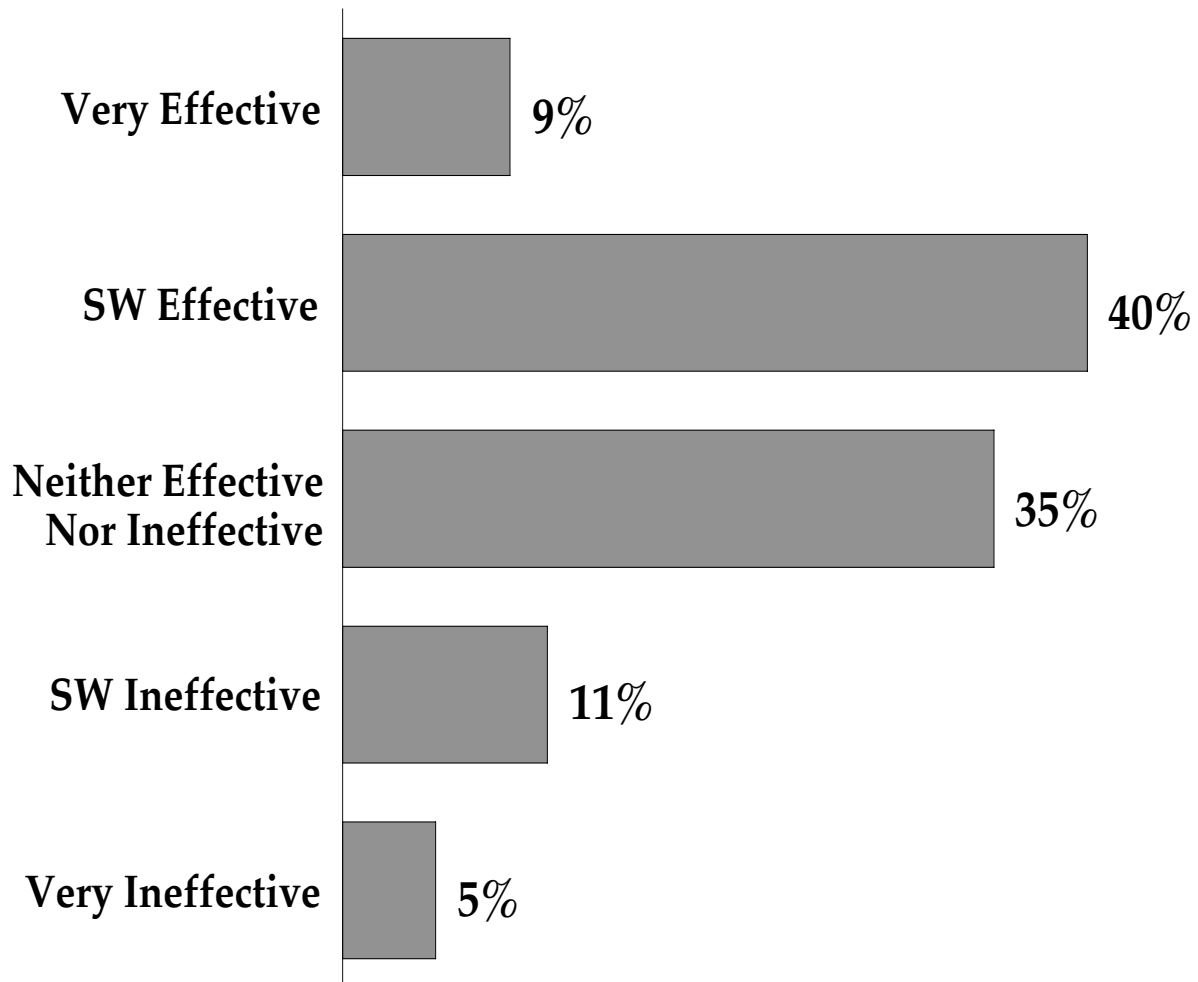
Satisfaction With Training Opportunities/Providers

Respondents were asked to rate their level of satisfaction over the past three years with the training opportunities or providers listed in Table 5 below. Four year colleges and universities, community colleges, and vocational/technical schools received the highest satisfaction ratings, while unions, Missouri customized training, and manufacturing extensions received the lowest ratings. A large percentage of respondents did not evaluate specific training opportunities or providers (49% to 71%) presumably because they had not used those training opportunities or providers in the past three years.

TABLE 5. Satisfaction With Training Opportunities/Providers

Training Opportunities/Providers	Very Sat	SW Sat	V. Sat + SW Sat	Neu-tral	SW Dissat	Very Dissat	NA*
4-year colleges/universities	**26%**	46%	**72**	19%	7%	2%	49%
Community colleges	**25%**	47%	**72**	20%	8%	0%	56%
Vocational/Technical schools	**23%**	45%	**68**	23%	7%	2%	52%
Business/Industry assoc.	6%	59%	**65**	33%	2%	0%	54%
Missouri Career Center	11%	49%	**60**	34%	4%	2%	58%
Online/Internet training	2%	36%	**38**	49%	13%	0%	60%
Training consortiums	5%	30%	**35**	65%	0%	0%	67%
Apprenticeship	11%	18%	**29**	68%	3%	0%	66%
On-the-job training contract	5%	23%	**28**	66%	3%	3%	65%
Consultants	2%	26%	**28**	60%	12%	0%	62%
Manufacturing extensions	0%	18%	**18**	73%	9%	0%	70%
MO customized training	6%	10%	**16**	81%	0%	3%	71%
Unions	0%	15%	**15**	46%	12%	**27%**	70%

*Not applicable.

Insert last page here.

QUESTIONNAIRE